

# MANAGEMENT (MGMT)

## **MGMT1000** INTRODUCTION TO MANAGEMENT

This informational seminar focuses on student discovery as related to the management discipline, careers, models and theories, and management research techniques. This seminar also introduces students to the concentrations within the management program. In addition, management concepts as they pertain to the field of facilities planning and management will be included (long range planning and development, business continuity/disaster recovery, developing effective service models etc.) The roles and environments of project management will also be reviewed. **Prerequisite:** *enrollment in BSM (4 credits) fall*

## **MGMT1010** INTRODUCTION TO PROJECT MANAGEMENT

This course surveys major areas of project management: design processes, scheduling, financing, production, marketing, and distribution. Organizational structures will also be discussed. (4 credits)

## **MGMT1025** COMPUTER BUSINESS APPLICATIONS

This course covers the implementation of computer programs for several business areas including marketing and accounting. Students will gain intermediate to advanced level word processing, spreadsheets, database, and presentation skills. Students will also gain skills using Web development, project management, and accounting tools. (4 credits) fall

## **MGMT1500** DECISION ANALYSIS FOR BUSINESS

This course introduces the basic concept of data analysis and approaches to the decision making process. It is designed to provide students with a sound conceptual understanding of the role that management science plays when making decisions. It emphasizes a wide variety of business modeling and application techniques to the solution of business and economic problems. **Prerequisite:** *MATH1000 or MATH1040 (4 credits) fall, spring*

## **MGMT2000** MANAGEMENT INFORMATION SYSTEMS

This course introduces the student to various concepts and considerations involved in the education, design, implementation and operation of Management Information Systems. This is an integrative course that brings together information, computers, and the systems approach. **Prerequisite:** *MGMT1025 (4 credits) fall, spring*

## **MGMT2060** INTRODUCTION TO TECHNOLOGY PROJECT MANAGEMENT

This course traces the development of project management as fundamental to completing projects effectively, delineates the leadership tasks that must be accomplished at each step of a project's life, and helps the student develop skills and wisdom in making decisions both by learning the ramifications of certain decisions and by seeing how those decisions are made in an example project. (3 credits) spring

## **MGMT2065** INTRODUCTION TO ENTREPRENEURSHIP

This course provides a basic understanding of the entrepreneurial / innovation process in both small and large businesses. Students discuss the critical role that opportunity recognition / creation plays in that process. Case studies and class exercises assist students in identifying their own personal goals as well as their unique skills and competencies related to the entrepreneurial / innovation process. Students will also examine how entrepreneurs, inventors and investors create, find, and differentiate between money-making opportunities and wishful thinking. (3 credits) spring

## **MGMT2100** MANAGEMENT COMMUNICATIONS

This course focuses on the development of professional level written and oral communication skills. Students will learn how to conduct a meeting, do an effective oral presentation, write technical descriptions, instructions and reports, and effectively present information to their clients. Standard business formats (memo, letter, etc.) will also be reviewed. **Prerequisite:** *Completion of an English Sequence or enrollment in the Professional Certificate in Project Management (4 credits) fall*

## **MGMT2150** CORPORATE FINANCE

The goal of this course is to develop the analytical skills for making corporate investments, with particular emphasis on financial decisions and risk analysis. The course examines various topics, including the concept of present value, the opportunity cost of capital, discounted cash flow analysis, and a consortium of valuation techniques and issues relating to the health and future financial well-being of companies. In essence, the course explores the very patterns of corporate finance that have shaped the familiar yet complex terrain of today's global economy.

## **MGMT2175** INTRODUCTION TO SUPPLY CHAINS

Getting goods into consumers' hands requires a complicated network of resources (goods in process, machinery, packaging, energy), activities (logistics, manufacturing, shipping, planning), and people to move from raw materials to sales and use. This network is a supply chain. Students in this course gain the skills necessary to assess a supply chain's performance and recognize ways to increase its efficiency. (4 credits) spring

## **MGMT2200** RESEARCH METHODS IN BUSINESS

This course provides prospective managers with an understanding of the skills necessary to make effective use of formal quantitative and qualitative research and analytical processes. **Prerequisites:** *MGMT1010 or MGMT1500 (4 credits) fall*

## **MGMT2300** ORGANIZATIONAL BEHAVIOR

This course is aimed at developing understanding of organizational dynamics so that students can develop lasting strategies and actions that build and sustain high performance in individuals, groups, and organizations. The course also examines what people think, feel and do in organizational settings, focusing on individual, group, and organizational processes. Students are introduced to concepts from a vast array of behavioral sciences, including social, clinical and organizational psychology, sociology, and cultural anthropology. (3 credits)

## **MGMT2350** FINANCIAL INSTITUTIONS AND MARKETS

The objective of this course is to provide a fundamental understanding of financial institutions and markets, with an emphasis on risk measurement and management. Four broad topics will be covered: interest rates, financial markets, financial institutions, and risk management in financial institutions. The course introduces concepts, analytical skills, and techniques that blend theoretical and practical factors. Both textbook topics and examples from current events are discussed.

## **MGMT2500** SYSTEMS ANALYSIS & DESIGN

The purpose of this course is to provide the student with an introduction to systems analysis and design. Topics include analyzing the business case, requirements modeling, data and process modeling, and development strategies. Students also learn about output and user interface design, data design, systems architecture and implementation, and systems operation, support and security. (3 credits) spring

**MGMT2525 SYSTEMS ANALYSIS, DESIGN, AND IMPLEMENTATION**

Great ideas for new systems do not always get funded unless they have a business justification for the expenditure. In this course, students will create business cases, analyze users' needs, build models of current and recommended systems, propose development strategies, and plan for system implementation. In doing so, students will become adept at project planning, data and process modeling, user interface design, implementation strategies, systems architecture, maintenance, and security matters. (4 credits)

**MGMT2550 APPLIED PROJECT MANAGEMENT**

Project management is increasingly important in today's world. This course covers the fundamental concepts and applied techniques for cost effective management of both long-term development programs and short-term projects. Project management principles and methodology are provided with special focus on planning, controlling, and managing projects to successful completion. The topics are divided into two categories: behavioral aspects of a project and the technical components that make up the project. Computer software will be utilized to provide hands-on practical. Mastery of the concepts introduced in this course should give students a significant competitive advantage in the marketplace. (4 credits) spring

**MGMT2560 CYBERSECURITY LAW & POLICY**

This course examines the various laws - statutes, regulations, case law, administrative, international, and procedural regarding cybersecurity. New cybersecurity law is being developed every day, making it necessary to know not only "settled" cybersecurity law that has been in place for decades, but also where new law (both protections and obligations) is trending in the near future. Criminal and civil legal aspects are discussed. Students will learn how computers and other digital devices can be the tool and target of cybercrimes, including the legal authorities and obligations of both the government and private industry with respect to protecting computers, systems, and networks from attacks and attackers. Finally, students are presented with the necessity of appropriate policy development and enforcement regarding legal and ethical obligations. (4 credits) fall.

**MGMT2600 PROJECT RISK MANAGEMENT**

This course offers a new perspective on project risk that centers risk management on building a healthy organizational culture that recognizes risk as the consequence of bad planning. The course will present new insights on building a risk management culture, while focusing on project management selection factors and financial return. (3 credits)

**MGMT2650 CYBERSECURITY PLANS**

Cybersecurity is a mission-critical aspect of all entities, including private enterprise, public agencies, and the military. The "traditional" core cybersecurity plans are being integrated into a single cybersecurity plan. Most organizations are small-to-medium sized and cannot afford to hire outside managed security service providers or an in-house chief information security officer to create a cybersecurity plan. In this course, students learn how to create a state-of-the-art, up-to-date cybersecurity plan. (4 credits) summer

**MGMT2700 FINANCIAL ACCOUNTING**

An introduction to the basics of the accounting process. The course covers the basic techniques of analyzing financial transactions, trial balances, and preparation of financial statements. (3 credits) fall, spring, summer

**MGMT2750 INTEGRATIVE FINANCIAL ACCOUNTING**

This course is an introduction to accounting concepts for business students. The accounting cycle; cash, accrual, and preparation of the financial statements and other methods of income measurement will be covered. Accounts receivable, methods of depreciation and payroll accounting also will be discussed. (4 credits) fall, spring

**MGMT2800 CYBERSECURITY MANAGEMENT**

This course prepares the student to manage in the cyber domain, primarily within any of the three main cyber areas: private enterprise, public agencies and the military services. No management educational background is presumed; those areas are briefly reviewed. No cybersecurity background is presumed. This course reviews and analyzes the main issues facing managers within the cybersecurity triad/industry today - and identify those that may be important tomorrow as well. Case studies from real managers will be used as the basis for the course. (4 credits)

**MGMT2850 PRINCIPLES OF MARKETING**

Designed to give the student a broad appreciation of the fundamentals of marketing analysis. Discussions of actual case studies are used to study advertising, personal selling, channels of distribution, marketing research, pricing, new product policy, and the marketing mix. (4 credits) fall, spring, summer

**MGMT3000 MANAGING & LEADING ORGANIZATIONS**

This course examines the human aspects of management and is concerned with the ways in which the interactions of members of the management hierarchy contribute to the achievement of organizational goals. The course utilizes both case studies and textual material allowing students to apply management approaches to a variety of management situations and environments. *Prerequisite: junior status (4 credits) fall, spring, summer*

**MGMT3050 LEADERSHIP & MANAGEMENT**

This course examines the purpose and design of contemporary organizations, and explores the impact of change in the workplace of the 21st century. Students are introduced to the structures, functions and responsibilities of organizations, including the various roles of managers in the process of organizing human, financial, physical and technical resources to achieve organizational goals. Current theories and methods for effective planning and managing change will be considered. Changing aspects of organizational leadership will be an important aspect of this course, with a particular emphasis on developing a global mindset and managing across cultures. (4 credits)

**MGMT3060 TECHNOLOGY ACQUISITION**

This course provides a practical project management approach to technology acquisition. The organizational strategic tasks related to technology acquisition and project management are covered. Students will actively participate in a seven-stage project process for technology acquisition, from the initiation phase to the closing operations phase.

*Prerequisite: MGMT2060 or MGMT2550 (3 credits) fall*

**MGMT3065 ENTREPRENEURIAL MARKETING**

Entrepreneurial marketing reflects an alternative approach to conventional marketing. Marketing is approached as redefining goods and services (and their markets) in ways that produce a competitive advantage through innovative approaches. This course reviews a strategic approach to marketing built around innovation, calculated risk-taking, resource leveraging, strategic flexibility, customer intensity, and the creation of industry change. We will also explore how marketing and entrepreneurship affect one another. Entrepreneurial marketing has been called subversive marketing, disruptive marketing, radical marketing, guerrilla marketing, viral marketing, expeditionary marketing... all constituting an innovative marketing format. These alternative approaches to conventional marketing are brought together in this course as a fundamental shift that redefines the goods and services, as well as the markets themselves, in ways that produce sustainable competitive advantages. This is a strategic type of marketing built around six core elements: innovation, calculated risk-taking, resource leveraging, strategic flexibility, customer intensity, and the creation of industry change. Traditional internal (company) and external (industry / environment) analyses are employed to illustrate the respective impacts on entrepreneurial marketing, as are the traditional stages of enterprise development. The impact of marketing and entrepreneurship on one another is studied as an emerging concept. Managerial challenges confronting marketers in entrepreneurial ventures are discussed.

**Prerequisite:** MGMT2065 (3 credits) fall

**MGMT3070 TECHNOLOGY ACQUISITION PROJECTS**

This course provides a practical project-management approach to managing technology acquisition projects. The organizational strategic tasks related to technology acquisition and project management are covered. Students actively participate in a seven-stage project process for technology acquisition, from the initiation phase to the closing operations phase. Students work with outside professional sponsors to find a technology solution for a business need via hands-on experiential learning. At the end of the semester, students present all aspects of their projects for a comprehensive review by the project sponsors. (4 credits)

**MGMT3080 MARKETING FOR ENTREPRENEURS**

This course reviews a strategic approach to marketing built around innovation, calculated risk-taking, resource leveraging, strategic flexibility, customer intensity, and the creation of industry change. Traditional internal (company) and external (industry/environment) analyses are employed to illustrate the respective impacts on entrepreneurial marketing, as are the traditional stages of enterprise development. The impact of marketing and entrepreneurship upon each other is studied as an emerging concept. Managerial challenges confronting marketers in entrepreneurial ventures are discussed. (4 credits)

**MGMT3100 E-COMMERCE**

Technology has long since impacted the way business is conducted. With the integration of the Internet into our daily lives, organizations now market their products and services differently, creating new revenue models that allow consumers to purchase virtually anything without leaving home. This course will explore the recent phenomenon of e-commerce and what this means for the future of business. Technologies making remote shopping possible will be studied. Students will actively engage through case studies, presentations and lively discussions.

**Prerequisite:** Junior Status (4 credits) summer

**MGMT3150 INTRODUCTION TO ENTERPRISE RESOURCE PLANNING**

This course introduces students to enterprise resource planning (ERP), a business management model that integrates information from all aspects of a firm, including sales logistics, production/material management, procurement, and human resources. Students gain an understanding of the importance of the integrated nature of ERP software through case studies and a simulation of a business scenario provided by a popular ERP application. (4 credits)

**MGMT3160 PROJECT RISK**

How can we ensure that a project will be successful? Project risk management is the art of dissecting sources of risk and planning how to avoid or handle a negative event. Quite often, the inability to detect and mitigate sources of risk can be the reason that a project may fail. Students will explore this topic through analyzing historical and current mega-sized projects. (4 credits) summer

**MGMT3165 INTRODUCTION TO LEAN SIX SIGMA**

This course provides an introduction to the Lean Six Sigma approach. Six Sigma is about the continuous improvement of business processes to reduce product or service failure. The course covers the tools and methodology of Lean Six Sigma, including mastering each DMAIC phase: define, measure, analyze, improve, and control. (4 credits)

**MGMT3200 ENGINEERING ECONOMY**

The study of the effect of the time value of money and tax consequence on the analysis of engineering problems. Areas such as equipment and project costs and investment transactions are included. **Prerequisite:** MATH1000 or MATH1040 or MATH1035 or MATH1750 (3 credits) fall

**MGMT3225 GLOBAL BUSINESS**

A global business has transactions all over the world. These transactions include the transfer of goods, services, technology, managerial knowledge, intellectual property, and capital across international borders. Students in this course study how firms evaluate issues concerning cross-border trade, including exports and imports, tariffs, currency, and political issues, new market entry, cultural and social matters, risk, and the current global business environment. (4 credits) summer

**MGMT3250 MANAGERIAL ACCOUNTING**

The course deals with cost accounting information and its use in managerial decision-making. Budgets, cost behavior, and determination, profit and expense planning, production and materials planning are among topics considered. **Prerequisite:** MGMT2700 or MGMT2750 (4 credits) spring

**MGMT3300 PROJECT PLANNING, SCHEDULING & CONTROL**

This course will explore a holistic approach to project management. The content deals with planning, scheduling, organizing, and controlling projects. The course includes major topics of project management: strategy, priorities, organization, project tools, and leadership. Primary class emphasis is on the project management process and decision tools available to project managers. (4 credits)

**MGMT3360 INTERNATIONAL BUSINESS**

The International Business course discusses both the theories and practices of globalization, focusing upon the differences between domestic and international business. Essential managerial issues including but not limited to cultural and societal environment, trade theory, risk, government involvement, entry modes, economic integration, emerging markets, financial institutions, marketing and strategy will be reviewed. Combining lectures, discussions, case studies and examination of scholarly articles, students will develop a strong understanding that prepares them to apply those concepts taught in the classroom.

**Prerequisite:** MGMT3000 (3 credits)

**MGMT3500 FINANCIAL MANAGEMENT**

This course is an introduction to basic financial management. Topics include financial analysis and planning, working capital management, the time value of money, valuation, cost of capital, capital budgeting, dividend policy, different types of securities, short-term and long-term financial decision, and an introduction to international finance and international trade organizations. **Prerequisite:** MGMT2700 or MGMT2750 (4 credits) *spring, summer*

**MGMT3550 ENTREPRENEURIAL FINANCE**

The course covers the financial aspects of small business entrepreneurship for owners of sole proprietorships, partnerships, and small nonpublic corporations. Areas of focus include updated financial statement coverage; forecasting definitions and formulas; equipment replacement by using the low-cost model; application of operation techniques to examples of small businesses, including capital budgeting and working capital management; use of financial statements for horizontal, vertical, and ratio analysis; and basic math formulas for readers with limited mathematical backgrounds. (4 credits)

**MGMT3560 GROUP PROCESSES & TEAM BUILDING**

The third course in the Technology Project Management concentration provides experiences in applying the theories of group behavior and team building to the analysis of organizational behavior. This is a course on how to create, foster and manage organizations in which people thrive and perform at their best. It assumes that employee and group thriving is the key to project excellence. Students will have the opportunity to share their thoughts, opinions, and experiences with the class, and will also have the benefit of being able to learn from other students. In addition to lecture segments, students will experience the issues that arise when individuals interact in groups. Demonstrations, in-class exercises, and case-based discussions are featured prominently in this course.

**Prerequisite:** MGMT2060 (4 credits) *spring*

**MGMT3565 TECHNOLOGY ENTREPRENEURSHIP**

This course gives the student a unique understanding of how technology-focused firms are created and provides them with experience commercializing real technologies. Commercialization topics connecting technology and business will be the focus of the class. Topics will include intellectual property, convergence, industry creation, standards, modularity, and strategy. The outcomes will be applied by assessing the commercial potential of real ideas. The final project of student group work will be a business plan or feasibility study for commercializing the new technology. **Prerequisite:** MGMT2065 (4 credits) *spring*

**MGMT3575 ENTREPRENEURIAL MINDSET**

This course provides a basic understanding of the entrepreneurial/innovation process in both small and large businesses. Students discuss the critical role that opportunity recognition/creation plays in that process. Case studies and class exercises assist students in identifying their own personal goals as well as their unique skills and competencies related to the entrepreneurial/innovation process. Students also examine how entrepreneurs, inventors and investors create, find, and differentiate between money-making opportunities and wishful thinking. (4 credits)

**MGMT3600 LABOR RELATIONS**

Current labor law arbitration processes, labor agreements, and the negotiation process are interrelated in actual case studies. Grievance proceedings, wage negotiation, and contract negotiation are treated specifically. (3 credits) *summer*

**MGMT3625 LABOR RELATIONS**

Current labor law arbitration processes, labor agreements, and the negotiation process are interrelated in actual case studies. Grievance proceedings, wage negotiation, and contract negotiating are treated specifically. (4 credits)

**MGMT3650 BUSINESS LAW**

This course is designed to give students a basic understanding of the principles of the American legal system. It covers the foundation of the system and treats topics important to business and industry such as: business organizations, contract laws, torts, and commercial transactions. (4 credits) *fall, spring, summer*

**MGMT3700 HUMAN RESOURCES MANAGEMENT**

This course discusses what managers need to know about human resource leadership. The course covers staff planning, recruitment/selection, compensation/benefits, performance management and labor relations. (4 credits) *summer*

**MGMT3750 PROJECT EVALUATION & PERFORMANCE**

This course will explore effective and efficient methods for evaluating project performance. The content deals with measurement of project trends and results through information arising out of the management of the project work breakdown structure. Significant class emphasis is on evaluating project performance measurements applicable to both current project results and future projections to project completion. (3 credits)

**MGMT3800 SPECIAL TOPICS IN MANAGEMENT**

Presents topics that are not covered by existing courses and are likely to change from semester to semester. Refer to the Class Schedule for a specific semester for details of offerings for the semester. **Prerequisite:** *Junior status (1 - 4 credits)*

**MGMT3900 OPERATIONS MANAGEMENT**

A study of planning and control methods for industrial and production processes. Typical topics included: scheduling, updating, time-cost analysis, cost control, resource allocation, and the role of personnel in projects. **Prerequisite:** MGMT2500 (4 credits) *summer*

**MGMT4000 PROJECT RESEARCH**

This course is a preparation for MGMT5500, Senior Project, by having students investigate an approved study topic and plan a project for completion in Senior Project. **Corequisite:** MGMT4250 (3 credits) *spring*

**MGMT4060 TECHNOLOGY PROJECT MANAGEMENT SEMINAR**

Students demonstrate their ability to structure and complete an integrative mini project that identifies and resolves an important technology or technology leadership issues(s). Students report the results of their efforts in written and oral form. **Prerequisite:** MGMT2060 (4 credits) *spring*

**MGMT4100 POWER & LEADERSHIP IN ORGANIZATIONS**

This course will provide an overview of approaches to leadership. The relationship between the factors of organization, power, and leadership are considered through provocative analysis. This course will include a combination of lecture, discussion, readings in leadership theory, media, role-play, and self-reflection. (4 credits) *spring*

**MGMT4150 MARKETING MANAGEMENT**

Designed to give the student a broad appreciation of the fundamentals of marketing analysis. Discussions of actual case studies are used to study advertising, personal selling, channels of distribution, marketing research, pricing, new product policy, and the marketing mix. (4 credits)



**MGMT4165 CREATING NEW VENTURES**

This course explores the context, and comprehensive process, of new venture creation. Critical issues of new venture strategy and business planning will be addressed through readings, case analyses, guest speakers, a group project and interactive class discussions. We will review the practical skills necessary for evaluating and creating a new venture, evaluating business opportunities, and building and evaluating new product and business opportunities. Creating New Ventures provides the most practical aspects to complement the theoretical approach of the Introduction to Entrepreneurship course. **Prerequisite:** MGMT2065 (4 credits) spring

**MGMT4200 INVESTMENTS**

This course introduces students to the framework of investment analysis and modern portfolio theory, with which one can critically evaluate investments in financial securities and construct portfolios with desired risk/return characteristics. The course also examines capital markets and fundamental quantitative models used in securities analysis and portfolio management. (4 credits)

**MGMT4225 ENTREPRENEURIAL LEADERSHIP**

In this course, students learn the basics of entrepreneurial leadership through an overview of general approaches to leadership. Students examine how leaders develop and use skills to motivate those around them and study the qualities of effective leaders through lectures, class discussions, experiential learning, integrative teaching, and case analyses. Case studies and class exercises assist students in identifying their own personal goals, their unique skills, and competencies related to leadership in a constrained resource environment such as a new entrepreneurial venture. **Prerequisites:** MGMT3250 and MGMT3575 (4 credits)

**MGMT4250 STRATEGIC MANAGEMENT**

This course presents and explains concepts and theories useful in understanding the strategic process. It provides students with the opportunity to apply concepts, skills, and techniques to real-world corporate problems. **Prerequisites:** MGMT1000 and MGMT3000 and MGMT2850; **Corequisite:** MGMT3500 (4 credits) spring

**MGMT4275 SUPPLY CHAIN LOGISTICS AND PLANNING**

Many products today must travel through multiple jurisdictions and by way of various transportation methods as they move from raw materials to completed components to finished goods to points of sale. Issues these products face through this journey include customs, tariffs, distance, weight, volume, and speed. This course covers how to plan and coordinate all these logistical workflows and processes to ensure that products get to their final destination on time while managing costs and efficiencies. (4 credits)

**MGMT4300 INTEGRATIVE SEMINAR**

Integration occurs when one is able to bring unity and coherence to several, distinct elements. The basic goal of the Integrative Seminar is to provide students with an opportunity, singly and in group discussion, to consider how the various functions and skills of management can work together to advance organizations in achieving strategic goals. This seminar will address important linkages among topics and assignments in management courses and show how their combined use makes for a deeper understanding of management success. (3 credits) spring

**MGMT4400 BUSINESS NEGOTIATION**

This course is designed to give students a basic understanding of the principles of business negotiations through theory and practice. Successful negotiations consist of both analytical and interpersonal skills. Through readings and real-life exercises, this course aims to challenge students and enable them to become more confident negotiators in a business setting. (4 credits) spring, summer

**MGMT5500 SENIOR PROJECT**

In this capstone course, students undertake a significant project with faculty guidance. The project is designed for Business Management students to showcase and apply what they have learned during their studies in the Business Management program at Wentworth. A project presentation with written documentation is required. **Prerequisite:** MGMT4250 (4 credits) summer

**MGMT5505 PROJECT MANAGEMENT CAPSTONE**

Students will examine current professional practice through the case study method. Case studies and lectures will be selected to reflect the students' discipline area. This course focuses on project management concepts, techniques, and practices. Relevant literature and research from related disciplines such as management and communications will be included. Since each project is unique, the particular mix of tools and techniques necessary to effectively and efficiently accomplish objectives will change from project to project. The course deliverable is a significant group report in written and presentation format about a major recognizable project. The development of the assignment is itself designed to require the use and application of project management tools to enhance student understanding. (6 credits)

**MGMT5510 CIS SENIOR PROJECT**

This course is designed to integrate and apply knowledge, skills, and competencies acquired throughout the Computer Information Systems program to real-world scenarios and projects. Students work in teams to complete a comprehensive project that addresses an organizational challenge or business opportunity. **Prerequisite:** MGMT3000 or MGMT4250 or MGMT4225 (4 credits) summer

**MGMT6150 APPLIED BUSINESS ANALYTICS**

This course is about applying data analytics to managerial decision making. It focuses upon distinguishing between uncovering patterns in data and identifying the underlying drivers. Students will use data, data analytics concepts, techniques, and state-of-the-art tools to make faster and better business decisions. Data, statistical and quantitative analysis, exploratory and predictive models, XLMINER, and the R programming language will be reviewed. (3 credits) fall

**MGMT6200 QUANTITATIVE MANAGEMENT**

Quantitative management involves the use of quantitative systems and techniques for making management decisions. The purpose of this course is to teach basic quantitative techniques like ANOVA, regression analysis, basic statistics, project and inventory modeling, and decision making and forecasting methodology, and how they can be used as part of a systems approach to answering important management questions using quantitative approaches. (3 credits) spring

**MGMT6250 DATA-DRIVEN MARKETING**

This course provides a sophisticated framework to quantify the impact of various marketing efforts, with special attention to assessing both their short-term and long-term implications. The course explores how traditional marketing measures — such as awareness, preference, loyalty, customer satisfaction, distribution levels, and market share — are linked to strategic outcome. Students will develop skills and gain experience in formulating and implementing specific techniques for analyzing market insights data once it has been collected and using it to make better marketing decisions. (3 credits) spring

**MGMT7000 BUSINESS RELATIONS & HUMAN RESOURCE MANAGEMENT**

Global Business Relations and HR Management covers understanding human resources from an enterprise or project portfolio level and how to manage a diverse workforce where managers and employees may be in different countries. This course will include a review of negotiating in different cultures. (3 credits)

**MGMT7025 PROJECT SCHEDULING & COST PLANNING**

Time and cost, two of the three most important pillars of project management, are examined in this course. Students will study advanced techniques for planning, managing and controlling both schedules and cost. Topics include managing the critical path, resource leveling, scheduling within constraints, cost estimation methods, break-even analysis, and earned value management. A good project manager will be able to manage risk and scope creep and keep the project on a realistic timeline and budget. Students will utilize well-recognized software, while learning to manage time and cost. (3 credits) fall

**MGMT7050 BUSINESS FINANCE & INVESTMENT**

This course is designed to develop the financial skills and thought processes necessary to understand and implement financial policy decisions in a global economy and addresses the impact of legal, social, technological and ethical considerations related to the practice of corporate finance. The course stresses effective written and oral communication skills necessary for the design and implementation of financial decisions. (3 credits)

**MGMT7100 PROJECT MANAGEMENT APPLICATIONS**

Through individual and group activities, including case studies, students will develop skills in using project management tools and techniques. Focus will be on understanding how to develop requirements, monitor progress, make adjustments and successfully meet the business needs of the project. (3 credits)

**MGMT7125 RISK MANAGEMENT**

This course examines the project risk management process from identification through mitigation. Risk management seeks to increase the likelihood of positive events and decrease the impact of negative events. Project Management Body of Knowledge (PMBOK) Guide lists six risk management processes all of which are studied in this course: risk management planning, risk identification, qualitative risk analysis, quantitative risk analysis, risk response planning, and risk monitoring and control. **Prerequisite:** MGMT7025 or MGMT7100 (3 credits) summer

**MGMT7130 EMERGENCY RISK MANAGEMENT**

This course focuses on unpredictable events, such as pandemics and natural disasters, to explore the project risk management discipline. The study of project risk teaches us to identify, plan for, and respond to both known and unknown risks. Students will examine how to decrease negative impact and discover ways to increase positive effects of risk. All risk management processes will be covered: risk management planning, risk identification, qualitative risk analysis, quantitative risk analysis, risk response planning, and risk monitoring and control. **Corequisite:** MGMT7025 or MGMT7100 (3 credits) summer

**MGMT7150 BUSINESS OPERATIONS & PROCESS MANAGEMENT**

Business Operations and Process Management focuses on the set of value-added activities that transform inputs into many outputs through effective planning, scheduling, use and control of resources; includes examination of design engineering, industrial engineering management information systems, quality management, production management, inventory management, accounting, and other functions as they affect the organization, including global logistics and sourcing. (3 credits)

**MGMT7175 ENGINEERING INNOVATION & ENTREPRENEURSHIP**

This course provides an inside look at engineering innovation and entrepreneurship from a management perspective. Topics will include case study and industry analyses, as well as relevant research drawn from best practices, innovative ideas, and management theory. The final project of student group work will be a feasibility study and a business plan for commercializing new ideas. The expected background of students includes knowledge of engineering fields. (3 credits)

**MGMT7200 LEADERSHIP**

This course examines the critical roles and functions of leadership with an emphasis on how leaders influence organizational performance and manage change. Topics will include how to set direction, creating a culture of resilience to change, the use of power and influence, and leading and managing in a dynamic environment where the external environmental factors are rapidly changing. (3 credits)

**MGMT7225 PROJECT TEAM BUILDING & LEADERSHIP**

This course examines the importance of processes of project team building and leadership. Building and leading high-performing project teams is essential to project success. Successful projects depend on the effectiveness of the project team and team leader's ability to motivate and manage the members. Project Team Building and Leadership focuses on team formation and development and motivating team members. Topics include assessing the abilities and effectiveness of team members, team building, leadership, motivation, conflict resolution, and effective actions for developing and utilizing teams and team members. (3 credits) spring.

**MGMT7250 STRATEGIC FINANCIAL DECISION MAKING**

This course provides the student with a clear understanding of how accounting data is used to communicate financial information to those outside the business unit and the organization and to upper level management. Students learn to evaluate financial issues and become thoroughly familiar with the concepts and mechanics of the balance sheet, income statement, and statement of cash flows. Course emphasis is on using financial data as an effective tool for decision making. Students learn how to present project proposals, financial data, capital plans capital requests, and strategic plans to upper level management. (3 credits)

**MGMT7300 ECONOMICS & INTERNATIONAL BUSINESS**

This course provides a principles-based approach to understanding the scope, nature, opportunities and challenges involved in conducting business in the global economy. In addition to studying the international economic institutions, the course will cover the topics of international trade, international finance, and regional issues in the global economy. (3 credits)

**MGMT7325 AGILE PROJECT MANAGEMENT**

This course examines traditional and agile project approaches. When developing a technological solution, many organizations find that the traditional approach to project management is too rigid. In this course, students study the advantages and disadvantages of the traditional and agile project approaches and learn to apply the appropriate project management strategy. Students explore iterative frameworks, such as Scrum, and become well-versed in the process, activities, deliverables, and team roles of agile methodologies. The student will learn and use appropriate software to manage agile and hybrid projects. **Prerequisites:** MGMT7025 or MGMT7100 (3 credits) summer.

**MGMT7350 MARKETING MANAGEMENT**

From understanding marketing strategy to the fundamentals of the sales and marketing mix (product, price, place of distribution, and promotion), to the tools required for gathering business intelligence, students will learn the key role of technology to marketing in a technical environment. (3 credits)

**MGMT7400 EXECUTIVE LEADERSHIP**

This course explores the major elements of organizational dynamics from multiple perspectives, including organizational design, work practices and cultural norms, and the relationship between power and influence. Students will evaluate different approaches to designing and implementing organizational change, as well as the role of leadership in contemporary organizations. (3 credits)

**MGMT7425 MANAGING TROUBLED PROJECTS**

This course examines how project managers identify failing projects and the skills to recover. Students learn the symptoms of a troubled project, how to assess projects, and how to create a recovery process. Being proactive with a challenged project is critical to a project's successful completion. Students explore how to avoid common pitfalls and how to 'fail fast' if the project is destined to fail. **Prerequisites:** MGMT7025 or MGMT7100 and MGMT7125 or MGMT7130 (3 credits) summer.

**MGMT7450 COMMUNICATION STRATEGIES**

Communications Strategies focuses on using oral and written communication skills to advance ideas, agendas, and careers in an organization. Students learn how to "read" their audiences and shape their message accordingly. Students will write executive summaries, full reports, and develop presentations to best communicate their ideas. Through case analysis, written assignments, and personal inventories, students learn to identify and adapt to an organization's overt and covert communication protocols, and to observe the "hidden dimensions" of communication with a culturally and gender diverse workforce. (3 credits)

**MGMT7500 QUANTITATIVE METHODS IN FACILITY MANAGEMENT RESEARCH**

Introduction to the main quantitative and qualitative research methods as applied to facilities management, including tools, proposal writing, and reports. Emphasis is placed upon research planning and design. Topics to be covered include fundamental methodological approaches, the review and evaluation of existing literature and empirical studies through qualitative and quantitative research methodologies, and the design of the student's individual research project. Special attention will be devoted to defining research problems particular to facilities management and the development of the individual research proposal. (3 credits)

**MGMT7525 GLOBAL & VIRTUAL PROJECT MANAGEMENT**

The course examines how project managers ethically communicate and manage project teams that are distributed in a single facility, across the globe, or virtually. Course topics include environmental factors; cross-cultural considerations; methods to support geographically dispersed; distributed, or remote teams; traditional vs. virtual project management; navigating obstacles, building trust and related issues; and best practices for organizing and managing virtual and cross-border project teams. (3 credits) fall

**MGMT7625 MANAGING ERP SYSTEMS**

This course introduces students to Enterprise Resource Planning (ERP), a business management model that integrates information from all aspects of the firm; including sales logistics, production/material management, procurement, and human resources. Students gain an understanding of the importance of the integrated nature of ERP software through case studies and a simulation of a popular ERP application.

**Prerequisites:** MGMT7025 or MGMT7100 and MGMT7125 or MGMT7130 (3 credits) fall

**MGMT7725 PORTFOLIO & PROGRAM MANAGEMENT**

This course gives students the ability to develop and manage a group of projects and ensure alignment with the business strategy. Managing several diverse projects simultaneously can provide benefits and synergies that one might not get from managing the projects individually. Students gain an understanding of the critical success factors for portfolios and program management and the key metrics to evaluate the performance of a group of projects. **Prerequisites:** MGMT7425 (3 credits) spring

**MGMT7800 GRADUATE SPECIAL TOPICS IN MANAGEMENT**

Presents topics that are not covered by existing courses and are likely to change from semester to semester. Refer to the Class Schedule for a specific semester for details of special topics course offerings. (1 - 4 credits)

**MGMT7825 M.S. PROJECT MANAGEMENT CAPSTONE**

This course is the culmination of the MSPM program. Students demonstrate their ability to integrate information learned and skills developed throughout the program. Where possible, projects will be developed in collaboration with industry partners. Upon completion of this course, students prove that they have the knowledge to lead projects and the skills to lead them to a successful completion. **Prerequisites:** MGMT7425 (3 credits) spring